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British Columbia Racing Commission

Performance Plan

2001 - 2002

Prepared for the Ministry of Labour

April 10, 2001

The B.C. Racing Commission – Our Vision, Mission and Values

The British Columbia Racing Commission is responsible for regulating horse racing in British Columbia. The vision of the BC Racing Commission is government and industry partnerships developing initiatives that contribute to a healthy and sustainable horse racing and breeding industry in BC. Its mission or purpose is to promote, through regulation, a high standard of harness and thoroughbred racing and to maintain the confidence of the betting public in the industry. To this purpose has been added a responsibility for economic development of the horse racing industry.

The BC Racing Commission's mandate has been primarily that of regulating horse racing (*Horse Racing Act*, 1993) with the additional role of allocating rebated tax revenue under the old Horse Racing Tax Act formulas, to industry purses, breed incentive programs, racing facility development and research. The new *Horse Racing Tax Act* (2000) which returns all tax revenue to BC racing, removes some of the old restrictions and assigns an amount of money for economic development with an amount to be allocated each year by the Minister responsible for horse racing. For the year 2000-2001 that amount has been determined by the Minister to be $ 1 million and the Minister of Labour has asked the Commission to set up an industry Economic Development Committee to look at planning for the future of the racing industry.

In order to preserve the involvement of the racing industry in the allocation decisions for these funds the BCRC chose to expand the existing Thoroughbred and Standardbred Advisory Committees, which had representatives from horse persons and breeders associations, to include the race track operators. The Economic Development Committee was set up with people having business and marketing expertise as well as prominent people involved in the horse racing industry. The plans have been developed by these committees through broad based consultation with industry members and others.

The BC Racing Commission has established a set of strong core values as follows:

Integrity:
- ensuring the confidence of the betting public through the quality of horse races;
- ensuring safety and security on the track and the backstretch and;
- ensuring appropriate people are licensed correctly.

Fairness & equity:
- ensuring race meets are conducted with fairness and equity.

Justice:
- ensuring the racing industry and its participants have equal access to the Commission's processes;
- investigating all alleged violations in a timely fashion and
- initiating action where appropriate and holding fair hearings.

The general performance of the racing industry can be seen in the statistics collected in the BC Racing Commission's Annual Report. All key industry indicators show a decline *(number of race days, number of races, attendance, live wagering and total wagering, with the exception of simulcast races and simulcast revenues)*. The Report of the BCRC's Economic Development Committee, "The Road to Recovery" discusses the state of the industry and its recommendations for the future of the industry.

The B.C. Racing Commission – Our Structure & Profile

The Commission's powers are legislated through the *Horse Racing Act*, the *Horse Racing Act Regulations*, the *Horse Racing Tax Act* and the *Horse Racing Tax Act Regulations*. The Commission is also responsible for administering the Horse Racing Tax Revenue, specified in the above Acts. The *Horse*

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Racing Tax Act establishes that seven percent of each dollar wagered on horse racing in the province is to be remitted to the Ministry of Finance and Corporate Relations. The Commission retains discretion over how the funding is distributed as set out in the *Horse Racing Tax Act* and Regulations. The distribution formula is determined in conjunction with the Thoroughbred and Standardbred Advisory Committees.

The Commission anticipates receiving approximately $13.8 million from the total betting dollars during the 2001/2002 fiscal year. From that amount, the Commission has an annual budget of approximately $1.8 million for its 2001/2002 operations.

The Commission is composed of seven part-time Order-in-Council appointees. In addition to decisions on the administration and distribution of the Horse Racing Tax Revenues, Commission members make decisions relating to the rules of racing, establishing race dates for each racing association, medication issues, licensing fees, and teletheatre betting. The Commission also hears appeals of Judges/Stewards' ruling against licensees who have been found in violation of the *Horse Racing Act* and the Rules of Thoroughbred and Standardbred Racing.

The Commission has 18 full time positions. Management consists of a Director of Racing and a Secretary-Treasurer. Racing officials include Judges, Stewards, Chief Investigator and Investigators at the race tracks. They ensure race meets are conducted in accordance with the *Horse Racing Act*. The remaining administrative staff reports to the Secretary-Treasurer. Contracted services provide accounting, legal, veterinary assistance and stewards for the interior tracks.

The B.C. Racing Commission – Our Functions and Resources

Branch Function		
Race Management	Director of Racing, Senior Judge, Judges, Senior Steward, Stewards, & Investigators	13.0 FTE's
Administration of the Horse Racing Tax Revenues	Secretary-Treasurer and Administrative Staff	5.0 FTE's
Medical Management	Contracted Veterinarians	
Commissioners	Seven appointed by Order in Council	
Commission Costs	BCRC direct operating costs (incl. Salaries & benefits)	$1,800,000
Grants & Contributions	Grants & Awards programs (net of monies generated from interest & funds from reserve)	$12,000,000
Revenues Generated	Horse Racing Tax Revenues	($13,800,000)
Net Cash	Source to / Requirement from Government	$ NIL

FINANCING TRANSACTION DESCRIPTION

Advances (disbursements) are provided to the BCRC in respect of *Horse Racing Tax Act* taxes on wagering collected on the Commission's behalf by the Ministry of Finance and Corporate Relations. Administration costs are funded through the Ministry of Finance and Corporate Relations' voted appropriations.

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The B.C. Racing Commission – Our Functions, Outputs & Outcomes

Research and Facilities Fund (Prior to April, 2000)	Funds remaining in this account have been allocated for track improvements or targeted for specific areas as recommended by the Advisory Committees and approved by the Commission	• Upgrading racetrack facilities and completing research to improve racetrack facilities
Horse Racing Tax Revenues	Major thoroughbred and Standardbred incentive programs distributes awards to BC owners and breeders; Supplements the purse awards for both Standardbred and Thoroughbred Industry; pays awards to broodmare and stallion breeders and owners of BC Bred horses ; 1999 - 2000 Racing season distributed over $5 Million to the Thoroughbred Industry and over $2 Million to the Standardbred Industry	• Incentives to assist Horse Racing Industry participants and increase purse supplements amounts During fiscal year 1999 – 2000 the following amounts were wagered: Hastings Park $141,211,081 Fraser Downs $65,233,859 Sandown Raceway $4,099,170 (includes live, teletheatre & simulcast) Interior tracks $331,196 (live racing only)
Racing Regulations and Rules	Regulates the Racing Industry	• Ensures the confidence of the betting public; • Ensures race meets are conducted properly
Medication Issues	Testing performed on horses and people	• Safety at the track; • Integrity of the Racing Industry and its equine participants
Hearings and Appeals	Ensures the enforcement of the Rules of Racing	• Alleged violations are investigated; • Appropriate actions initiated; • Provision for appeals to the Commission
Licensing Fees and Fines	Generates income for Provincial General Revenues; Appropriate licensing and fee collection	• Ensures safety and security on the backstretch • Ensures appropriate people are licensed correctly

The B.C. Racing Commission – Our Functions, Outputs & Outcomes

Branch Function	Outputs	Outcomes / Expected Results
Research and Facilities Fund (Prior to April, 2000)	Funds remaining in this account have been allocated for track improvements or targeted for specific areas as recommended by the Advisory Committees and approved by the Commission	• Upgrading racetrack facilities and completing research to improve racetrack facilities
Horse Racing Tax Revenues	Major thoroughbred and Standardbred incentive programs distributes awards to BC owners and breeders; Supplements the purse awards for both Standardbred and Thoroughbred Industry; pays awards to broodmare and stallion breeders and owners of BC Bred horses ; 1999 - 2000 Racing season distributed over $5 Million to the Thoroughbred Industry and over $2 Million to the Standardbred Industry	• Incentives to assist Horse Racing Industry participants and increase purse supplements amounts During fiscal year 1999 – 2000 the following amounts were wagered: Hastings Park $141,211,081 Fraser Downs $65,233,859 Sandown Raceway $4,099,170 (includes live, teletheatre & simulcast) Interior tracks $331,196 (live racing only)
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The B.C. Racing Commission – Our Challenges

Strategic issues for horse racing and the Commission include:

- Need for a clear future direction for horse racing
- Long term stability for the horse racing industry
- Increasing of the fan base for live horse racing
- The operating performance of some racing venues
- Clear regulatory framework

The B.C. Racing Commission – Our 2001/2002 Priorities

- Implementing the five-year plans for Standardbred and Thoroughbred funds
- Implementing the Economic Development Plan
- Continuing to participate in drafting new gaming legislation and regulations
- Continuing to inform Ministry officials regarding the impact of new gaming policies on the racing industry
- Planning with Industry participants on issues of common concern
- Completing the redesign of the Commission database
- Ongoing communications with Federal and other Provincial racing authorities to revise Federal Regulations and jurisdictional differences resulting in a greater understanding of British Columbia's concerns regarding shared issues
- Providing continuing education for Judges and Stewards maintaining certification in their respective positions
- Providing continuing education sessions for the Commission members (e.g.: Administrative Tribunal Hearing skills and attendance at racing conferences)
- Building alliances with other North American racing jurisdictions and associations
- Completing the Annual Report for 2000/2001

This long-term performance plan by the BC Racing Commission includes:

- five year proposed expenditures for all rebated funds for thoroughbred and standardbred racing (approximately $14.4 million annually) and

- activities to improve the economic stability of the industry over the long term with $1 million allocated to be spent annually in an "Industry Improvement Fund" (Minister's letter of January 5th, 2001).

The B.C. Racing Commission – Our Goals, Objectives, Strategies and Performance Measures

Key Goals & Objectives	Key Strategies & Performance Measures
1. Management of Racing's Regulatory Environment	
Rules for Thoroughbred and Standardbred Racing – Reviewed annually	Annual Consultative Meeting held with Industry participants and legal counsel as necessary
Regulations of Thoroughbred and Standardbred Racing – Reviewed annually	Consultation with Industry participants, legal counsel and legislative counsel for approval
	Involvement with Industry, strategy meetings assisting the Industry to build cohesiveness
Address simulcasting of races from other jurisdictions, foreign races and overlapping of race date issues	Assess the effect of these races on live racing; establishing a balance giving a greater economic advantage to the horse racing industry
Assignment of race dates for 2001/2002	Review overlapping race dates, simulcasting and home market areas
Maintain CO2 program consistent with other jurisdictions across Canada providing a greater economic benefit without reducing the number/quality of services	Review existing policy and expenditures developing new procedures as necessary in consultation with Canadian Pari-Mutuel Agency (Federal Government)
2. Allocation of Tax Revenue Returned to Racing	
Review distribution of moneys paid under the *Horse Racing Tax Act*	Thoroughbred and Standardbred Advisory Committees will continue reviewing interim and five year plans (see Sections 2 and 3)
	The Economic Development Committee will continue planning and implementing recommended initiatives to improve the viability of racing
Continue to support and encourage the cooperation of the participants in racing industry	Continue to facilitate discussion among racing industry participants.
3. Continue to work towards making judging and appeal processes accessible and understandable to the racing industry.	
Establish and Implement guidelines and procedures for Appeal Hearing Processes	Training of Commission members, Judges and Stewards; complete a handbook for procedures for the benefit of Commission and appellants; revise pamphlet for appellants

Key Goals & Objectives	Key Strategies & Performance Measures
4. Continue to develop computer systems and web site.	
Develop information relating to the Interior Tracks on the Commission Web site	Update information on the web site and from Interior tracks to increase the interest and participation of racing patrons
System Redevelopment of Data Base – RCOM Phase 2 (includes rulings, horse racing statistics)	Prepare RFP to design RCOM with business requirements as outlined in Phase 1, completed by Price Waterhouse Coopers
5. Continue to build alliances with other racing commissions, CPMA and NAPRA	Contribute to the NAPRA database providing on-line information regarding licensing, rulings and veterinarian lists
Work with racing jurisdictions in Canada and the United States through membership in the North American Pari-mutuel Regulators Association (NAPRA)	Upgrading the Commission database as required to transfer data to NAPRA
6. Continue to develop a positive working environment for staff.	
Promote a positive workplace that fosters mutual cooperation, understanding and respect and supports staff in their roles.	Determine education and training needs and provide on-going learning opportunities and work life improvement strategies.

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Thoroughbred H.R.I.F. 5 Year Plan: Hastings Park

	Year 1, 2001/02		Year 2, 2002/3		Year 3, 2003/04		Years 4&5, 2004/06	
Total Projected HRIF Funds		$9,500,000		$9,500,000		$9,500,000		$9,500,000
PRA Debt Servicing Cost		$700,000		$700,000		$700,000		$700,000
Economic Development		$650,000		$650,000		$650,000		$650,000
Subtotal	*100.00%*	*$8,150,000*	*100.00%*	*$8,150,000*	*100.00%*	*$8,150,000*	*100.00%*	*$8,150,000*
Estimated Interest Earned on HRIF	1.84%	$150,000		$150,000		$150,000		$150,000
1999-2000 Reserve – Fillies & Mares Purse Supplement (note 1)	2.58%	$210,270						
Interim Funding for Horse Purchase Plan (note 2)	0.49%	$40,000						
Total Funding Available	***104.91%***	***$8,550,270***	***100.00%***	***$8,300,000***	***100.00%***	***$8,300,000***	***100.00%***	***$8,300,000***
% HRIF Costs								
Estimated Costs – BCRC	10.43%	$850,045	10.43%	$850,045	10.43%	$850,045	10.43%	$850,045
PRA - (formerly R&F Funding)	31.88%	$2,598,220	31.88%	$2,598,220	31.88%	$2,598,220	31.88%	$2,598,220
BC Bred Purse Supplement	12.27%	$1,000,005	12.27%	$1,000,005	12.27%	$1,000,005	12.27%	$1,000,005
The HBPA of BC	0.61%	$49,715	0.61%	$49,715	0.61%	$49,715	0.61%	$49,715
CTHS - BC Division	0.61%	$49,715	0.61%	$49,715	0.61%	$49,715	0.61%	$49,715
Broodmare Awards	10.43%	$850,045	10.43%	$850,045	10.43%	$850,045	10.43%	$850,045
Stallion Awards	2.58%	$210,270	2.58%	$210,270	2.58%	$210,270	2.58%	$210,270
Fillies & Mares Purse Sup (note 1)	2.58%	$210,270	2.58%	$210,270	2.58%	$210,270	2.58%	$210,270
Stake Races	2.58%	$210,270	2.58%	$210,270	2.58%	$210,270	2.58%	$210,270
General Purse Supplement	16.60%	$1,352,900	16.60%	$1,352,900	16.60%	$1,352,900	16.60%	$1,352,900
CTHS - BC Division – operational; BC Cup Day; other grants	4.29%	$349,635	4.29%	$349,635	4.29%	$349,635	4.29%	$349,635
Interior Race Track Association	3.07%	$250,205	3.07%	$250,205	3.07%	$250,205	3.07%	$250,205
Industry Grants	2.69%	$219,235	2.69%	$219,235	2.69%	$219,235	2.69%	$219,235
Education & Other Grants	0.80%	$65,200	0.80%	$65,200	0.80%	$65,200	0.80%	$65,200
Professional Fees	0.42%	$34,230	0.42%	$34,230	0.42%	$34,230	0.42%	$34,230
Horse Purchase Plan (note 2)	3.07%	$250,000						
Totals (note 3)	***104.91%***	***$8,549,960***	***101.84%***	***$8,299,960***	***101.84%***	***$8,299,960***	***101.84%***	***$8,299,960***

Note 1: 2000-2001 fillies & mares purse supplement will be funded through the 1999-2000 Fund Balance for Yr 1 only; funding for all subsequent yrs to be determined

Note 2: 2000-2001 funding for HPP is $250,000 which includes interim funding of $10,000 from each of the four participants

Note 3: difference between HRIF funding & costs due to rounding

Standardbred H.R.I.F. 5 Year Plan: Fraser Downs

	Year 1, 2001/02		Year 2, 2002/3		Year 3, 2003/04		Years 4&5, 2004/06	
	Handle	$62,000,000	Handle	$62,000,000	Handle	$62,000,000	Handle	$62,000,000
R&F from 2000/01	7%	$4,231,500	7%	$4,231,500	7%	$4,231,500	7%	$4,231,500
$1,237,000	Old R&F	$420,000	Old R&F	$420,000	Old R&F	$397,000	Old R&F	$0
Total available		$4,651,500		$4,651,500		$4,628,500		$4,231,500
Estimated Fixed HRIF Costs								
BCRC		$840,000		$840,000		$840,000		$840,000
Funds remaining		***$3,811,500***		***$3,811,500***		***$3,788,500***		***$3,391,500***
% HRIF Costs	%		%		%		%	
Broodmare Awards	15.10%	$575,537	15.10%	$575,537	15.18%	$575,094	17.00%	$576,555
BC Breeders' Stakes	10.50%	$400,208	10.50%	$400,208	10.60%	$401,581	11.80%	$400,197
BC Stallion Stakes	2.62%	$99,861	2.62%	$99,861	2.64%	$100,016	3.00%	$101,745
Sales Stakes	2.50%	$95,288	2.50%	$95,288	2.52%	$95,470	2.80%	$94,962
General Stakes	0.22%	$8,385	0.22%	$8,385	0.22%	$8,335	0.25%	$8,479
BC Bred/Owned Stakes	5.56%	$211,919	5.56%	$211,919	5.57%	$211,019	6.25%	$211,969
BC Bred Bonus	12.40%	$472,626	12.40%	$472,626	12.47%	$472,426	13.90%	$471,419
Fraser Downs Purse Sup	29.45%	$1,122,487	29.45%	$1,122,487	29.65%	$1,123,290	23.70%	$803,786
Sandown Purse Sup	1.55%	$59,078	1.55%	$59,078	1.55%	$58,722	1.80%	$61,047
Stallion Bonus	0.53%	$20,201	0.53%	$20,201	0.53%	$20,079	0.59%	$20,010
Reserve	0.87%	$33,160	0.87%	$33,160	0.87%	$32,960	0.91%	$30,863
Economic Development	9.00%	$343,035	9.00%	$343,035	9.10%	$344,754	10.20%	$345,933
Industry Development	9.70%	$369,716	9.70%	$369,716	9.10%	$344,754	7.80%	$264,537
Totals	***100.00%***	***$3,811,500***	***100.00%***	***$3,811,500***	***100.00%***	***$3,788,500***	***100.00%***	***$3,391,500***
	Remaining R&F	$817,000	Remaining R&F	$397,000	Remaining R&F	$0		

Thoroughbred H.R.I.F. 5 Year Plan: Hastings Park

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Stake Races	2.58%	$210,270	2.58%	$210,270	2.58%	$210,270	2.58%	$210,270
General Purse Supplement	16.60%	$1,352,900	16.60%	$1,352,900	16.60%	$1,352,900	16.60%	$1,352,900
CTHS - BC Division – operational; BC Cup Day; other grants	4.29%	$349,635	4.29%	$349,635	4.29%	$349,635	4.29%	$349,635
Interior Race Track Association	3.07%	$250,205	3.07%	$250,205	3.07%	$250,205	3.07%	$250,205
Industry Grants	2.69%	$219,235	2.69%	$219,235	2.69%	$219,235	2.69%	$219,235
Education & Other Grants	0.80%	$65,200	0.80%	$65,200	0.80%	$65,200	0.80%	$65,200
Professional Fees	0.42%	$34,230	0.42%	$34,230	0.42%	$34,230	0.42%	$34,230
Horse Purchase Plan (note 2)	3.07%	$250,000						
Totals (note 3)	*104.91%*	*$8,549,960*	*101.84%*	*$8,299,960*	*101.84%*	*$8,299,960*	*101.84%*	*$8,299,960*

Note 1: 2000-2001 fillies & mares purse supplement will be funded through the 1999-2000 Fund Balance for Yr 1 only; funding for all subsequent yrs to be determined

Note 2: 2000-2001 funding for HPP is $250,000 which includes interim funding of $10,000 from each of the four participants

Note 3: difference between HRIF funding & costs due to rounding

Standardbred H.R.I.F. 5 Year Plan: Fraser Downs

	Year 1 2001/02		Year 2 2002/3		Year 3 2003/4		Year 4 2004/5	
	Handle	$62,000,000	Handle	$62,000,000	Handle	$62,000,000	Handle	$62,000,000
R&F from 2000/01	7%	$4,231,500	7%	$4,231,500	7%	$4,231,500	7%	$4,231,500
$1,237,000	Old R&F	$420,000	Old R&F	$420,000	Old R&F	$397,000	Old R&F	$0
Total available		$4,651,500		$4,651,500		$4,628,500		$4,231,500
Estimated Fixed HRIF Costs								
BCRC		$840,000		$840,000		$840,000		$840,000
Funds remaining		***$3,811,500***		***$3,811,500***		***$3,788,500***		***$3,391,500***
% HRIF Costs	%		%		%		%	
Broodmare Awards	15.10%	$575,537	15.10%	$575,537	15.18%	$575,094	17.00%	$576,555
BC Breeders' Stakes	10.50%	$400,208	10.50%	$400,208	10.60%	$401,581	11.80%	$400,197
BC Stallion Stakes	2.62%	$99,861	2.62%	$99,861	2.64%	$100,016	3.00%	$101,745
Sales Stakes	2.50%	$95,288	2.50%	$95,288	2.52%	$95,470	2.80%	$94,962
General Stakes	0.22%	$8,385	0.22%	$8,385	0.22%	$8,335	0.25%	$8,479
BC Bred/Owned Stakes	5.56%	$211,919	5.56%	$211,919	5.57%	$211,019	6.25%	$211,969
BC Bred Bonus	12.40%	$472,626	12.40%	$472,626	12.47%	$472,426	13.90%	$471,419
Fraser Downs Purse Sup	29.45%	$1,122,487	29.45%	$1,122,487	29.65%	$1,123,290	23.70%	$803,786
Sandown Purse Sup	1.55%	$59,078	1.55%	$59,078	1.55%	$58,722	1.80%	$61,047
Stallion Bonus	0.53%	$20,201	0.53%	$20,201	0.53%	$20,079	0.59%	$20,010
Reserve	0.87%	$33,160	0.87%	$33,160	0.87%	$32,960	0.91%	$30,863
Economic Development	9.00%	$343,035	9.00%	$343,035	9.10%	$344,754	10.20%	$345,933
Industry Development	9.70%	$369,716	9.70%	$369,716	9.10%	$344,754	7.80%	$264,537
Totals	***100.00%***	***$3,811,500***	***100.00%***	***$3,811,500***	***100.00%***	***$3,788,500***	***100.00%***	***$3,391,500***
	Remaining R&F	$817,000	Remaining R&F	$397,000	Remaining R&F	$0		